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THE SOCIO-CULTURAL ASPECT OF MEDIATION IN CONFLICT MANAGEMENT AT THE ENTERPRISE LEVEL

Globalization as a phenomenon of the modern world defined as a process of integrating cultural and linguistic spheres enhancing the cultural inter-dependence of humanity, which brings to the priority positions people's problem and readiness they for interaction. In relation to that, mediation takes a particular importance - a unique integrative pheno-menon, which is one of the key tools for ensuring social equality.

Theoretical and applied aspects of mediation have been reflected in existing scientific works of such scholars as Ch. Besemer, D. Kenny, L. Fuller, L. Riskin, L. Boulle, M. Nesic, J. Folger and etc.

The purpose of this study is to clarify the socio-cultural aspect of mediation in conflict management at the enterprise level.

Any social conflict is always an interaction of social actors, that is why, at the enterprise level, buil-ding effective communication in a conflict is to create a system of shared meanings in which each participant understands equally situation-aware of their interests and can put yourself in opponent position. This is why mediation is a certain tool which doing communication exchanges between several people or groups of people trying to find mutually acceptable solutions in the process of colliding antagonistic positions. The analysis of the literature showed that scientific studies, which examine antagonistic contradictions and ways of solving them, cover the broadest spheres of human relations - social, humanitarian, natural and also technical disciplines.

Mediation is a new communicative practice in con-flict resolution, mediation means «negotiation process with the participation of a third, neutral side, which is only interested in the sides settling their dispute to the maximum benefit of all sides» [1].

In psychology, mediation can be seen as a process that solving problems of interaction that arise between the sides [2]. In this context, problems of interaction are equated with conflict as one of the significant phenomena of a person's mental life. Depending on how conflict is viewed, the effectiveness of a particular way to resolve it's determined. Mediation in this context can be seen as a process of resolving interpersonal interaction problems that arise between two or more sides. In addition, the effectiveness of mediation is closely dependents on the personal potential of the parties to the conflict. This means that the ability of sides to «keep» their impulses under control, their resistance to external influences, their ability to cope with stress. The decisive influence on mediation effectiveness, and its result, may also have the intel-lectual capacity of participants in conflict interaction and their experience in negotiating.

Throughout human history, there is an evolution of different ways of resolving conflicts: from the more primitive (from the standpoint of strength) to the more advanced (from the standpoint of accepted norms and interests). Intermediation as a way of regulating relations between people arises in the early stages of the development of human civilization. Mediation is closely related to intermediation, it should be noted that in science, the terms «mediation» and «intermediation» are often used as equivalent categories, other sources distinguish between these concepts, emphasizing that they are in a hierarchical relationship [3].

In the modern sense, mediation is the result of a generalization of the experience of intermediation that emerged in the second half of the twentieth century in response to the challenges of a changing society [4].

Speaking about the institutionalization of medi-ation, in our opinion, it is necessary to stay on the concept of «social institute». A social institute means an organized system of relationships and social norms that integrates significant social values and procedures that meet the basic needs of society [4]. Thus, a social insti-tute emerges in response to an existing social need. If such a need becomes insignificant or completely disap-pears, then the existence of the institute turns out to be meaningless, which hinders social life.

The process of institutionalization is the definition and consolidation of social norms, rules, statutes, and roles, bringing them into a system that is capable of acting in the direction of meeting some social need, as we have noted above. The education and development of the social institute imply a special cultural environment. This implies a certain system of values, norms, and patterns of activity. There are several successive stages of institutionalization:

1) the emergence of a need, the satisfaction of which requires joint organized action;

2) formation of common goals;

3) the emergence of social norms and rules during the spontaneous social interaction, performed by trial and error;

4) the appearance of procedures related to rules and regulations;

5) institutionalization of norms and rules, procedures, that means their adoption, practical application;

6) establishment of a system of sanctions to support rules and regulations, differentiation of their

application in individual cases;

7) creating a system of statuses and roles that encompasses all members of the Institute without exception

The finalization of the process of institutionalization can be considered to be the creation in accordance with the rules and regulations of a clear status-role structure, socially approved by the majority of participants in this social process. According to researchers, without a social institution, no modern society can exist. People are always striving to institutionalize their relationships to meet urgent needs.

According to researchers, without a social institution, modern society can't exist. People are always striving to institutionalize their relationship to meet urgent needs. Each institute operates in a specific social space and performs its specific social function. As noted by Kenny D., social institutions are stable forms of social activity, reproduced in time and space [2]. Depending on the social space and the function performed, different types of institutions are formed. The socio-cultural institute functions in the sphere of culture. In the most general sense, it can be defined as a set of social norms and cultural patterns that support the existence and continuity of social structures. We will consider mediation at the enterprise level as a sociocultural institute, as it allows us to reach a new level of enterprise development by broadcasting the rules and traditions of effective communication.

In our opinion, mediation, as a socio-cultural institute, has general characteristics and specific features:

1) attitudes and patterns of behavior: honesty, voluntariness, impartiality, confidentiality, counter-action to unfair practices in negotiations;

2) cultural symbols as images, representations of the institute that reflect its specific features (graphic signs, emblems, website design elements, etc.);

3) practical cultural traits in the form of material embodiment of a social institute - an infrastructure that provides communicative interaction between the mediator and the conflicting sides: professional centers, websites, educational brochures, etc;

4) oral and written codes of conduct (code of Ethics and Conduct for Mediators);

5) ideology - a technology for the resolution of conflicts involving the mediator on the basis of a voluntary agreement of the parties in order to reach a mutually acceptable solution.

In conflict interaction, the mediator helps to identify the interests of the parties on the basis of which communication is built and future arrangements. In this case, the decisions reached in mediation will be mutually beneficial: there are no winners and no winners.

The negotiation process, according to researchers, can be reduced to four basic elements [2]:

1) people - it's necessary to separate the negotiating sides from the subject of negotiations;

2) interests - during the negotiation process, the focus should be on interests rather than positions;

3) options - before making specific decisions, it's necessary to analyze the full range of options that can be made to make a mutually acceptable solution;

4) criteria - the result should be based on some objective norm.

In the process of organizing communication between the parties to the conflict, the mediator must respond to the «uncertainty» in the communication interaction. Conflict is selective attention and understanding of the sender and recipient of the message, the content of information and method of communication. As the parties to the conflict sharply narrow their vision of the world, they do not accept the fact that their perception may be different for their partner. Because the same may have different meanings for different people, communication contains the possibility of divergence. Ability to reject communication topics, different barriers to communication (in conflict: selectivity of perception, simplification of thinking, fixation on certain settings, distrust, the irrationality of behavior, etc). The inability of the recipient to understand the message makes communication «unlikely». This feature makes us speak. the fundamental limitation of understanding of mediation as a process of eliminating meaningful noise in communication at the enterprise and to resort to other possibilities of understanding of mediation as a self-organized process in order to describe complex and specific communication technologies used in a conflict mediator interaction.

Summarizing our research, mediation is understood to be a technology aimed at resolving a conflict involving a third party, a neutral party not interested in the conflict. Mediation in different contexts can be understood as a sociocultural institute, as a way of interaction, as a dispute resolution procedure, as a professional way of working, as a communicative practice. Particular attention should be paid to understanding mediation as a socio-communicative technology. Mediation as a technology of conflict resolution in socio-cultural interaction is a purposeful system-organized activity of the mediator in the management of communication in a conflict, which is carried out consistently and aimed at its resolution through a complex of communication techniques and techniques.

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